



Facility Management Connection

Welcome Message from Fran Mainella, National Park Service Director

In This Issue

- Page 1: Welcome Message from Fran Mainella, National Park Service Director**
- Page 2: Managing Assets More Effectively: The National Park Service's Facility Management Program**
- Page 3: The Facility Management Program in an Organizational Context**
- Page 4: Asset Management in Action: Summer 2002**
- Page 5: Understanding Asset Management**

Welcome to the inaugural issue of the Facility Management Connection. In this electronic publication, you will learn about the Facility Management Program (FMP), how FMP supports the National Park Service mission in concert with other National Park Service programs, and how FMP can support you in your daily work. This "e-zine" will be distributed on a quarterly basis to provide updates from National Park Service and FMP leadership, success stories and lessons learned from parks across the country, and profiles on staff and parks.

As I have often stated since becoming Director, the National Park Service is changing the way it does business. Like other agencies, we are reforming the ways in which we manage our work to become more accountable to citizens, the President and Congress. As you are aware, the President has committed to spend \$4.9 billion toward elimination of the deferred maintenance backlog. In order to better manage the backlog, we are implementing reforms that will ensure constant commitment and attention to the long-term cost of ownership of our park facilities. These new management practices, which mirror the best practices of private industry, represent a better way of managing all park assets. Indeed, these management reforms will benefit the National Park Service long after we accomplish the goal of eliminating the current backlog of deferred maintenance.

In the past, the National Park Service has focused a large portion of its budget on constructing new facilities and purchasing new assets. Planning, design and construction



National Park Service Director Fran Mainella

will certainly continue to play an important role in accomplishment of our mission. Nonetheless, as stewards we are also responsible for recognizing the additional costs and actions needed to sustain or repair our existing assets. To address this, we are implementing an improved system for maintenance management that will support long-term stewardship of National Park Service assets. The key components include a first-ever comprehensive asset inventory, and a systematic way to manage work, provide standardized cost estimating and establish maintenance and rehabilitation priorities. As we implement these changes in the way we do business, we should keep the end goals in mind—improved asset management to maintain assets at their optimum performance, avoiding future or increased maintenance backlogs, and ensuring sustained funding for all parks for decades to come.

continued on page 2...

I would like to take this opportunity to give you an update on one of our most visible management reform efforts—the process of completing annual condition assessments. You may remember a March 2000 desk audit, which provided a preliminary baseline of information about our asset inventory. Yet that audit did not yield data with the same level of accuracy that is now coming in from parks on a daily basis because of your participation and use of our new systems. This is a challenging time for National Park Service staff, and I recognize that the additional workload adds many hours to already full days. The condition assessment process is progressing across the board, and our workforce is steadily becoming trained in and acclimated to the new Facility Management Software System (FMSS). I know that I can count on each of you to incorporate the assessment process into your daily work, so that each year we enhance the data we are generating to support

management decisions at the park, regional and Servicewide levels.

The number of assets surveyed in FY 2002 is impressive, and I applaud all of you who contributed to this effort over the past year. Moving forward, we will complete all annual condition assessments by the close of FY 2003. This monumental task will contribute to improved management of National Park Service assets, lay a foundation for sustainable and realistic funding for years to come, and allow for the best strategic use of our financial and staff resources. By the end of FY 2006 when comprehensive condition assessments will have been conducted at each park, the National Park Service will have a complete inventory of maintenance needs in all parks for the first time ever.

On behalf of the National Park Service, I would like to thank you for your dedication and the sacrifices you are making to manage

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our assets responsibly. You are the active stewards of America's treasures. The work you are doing rehabilitates and sustains facilities, preserves historic structures, protects fragile natural systems, and results in a more enjoyable and educational experience for visitors now and in years to come.

Please look for future Facility Management Connection editions and utilize the FMP organization to share best practices and lessons learned throughout the management reform efforts. □

Managing Assets More Effectively: The National Park Service's Facility Management Program

From the mighty Redwoods of California to the Statue of Liberty in New York, the 388 units of the National Park System showcase the best of America's natural, historical, and cultural heritage. The Facility Management Program (FMP) plays a major role in stewardship of our parks—preserving and protecting these special places.

Managing Assets

FMP leads a program for preventive and rehabilitative asset management and is charged with protecting and maintaining a vast array of infrastructure assets. These assets include, among other things, nearly 6,000 historic structures, 8,500 monuments, 13,000 miles of trails, 2,000 bridges and tunnels, 27,000 campground sites, and more than 4,300 employee housing units.

continued on page 3...



The Facility Management Program, headquartered in Washington, D.C., provides a number of tools to assist managers in preserving and protecting our unique assets, like the Washington Monument shown above.

As FMP implements management reforms and refines its asset management approach, our understanding of what the National Park Service owns and what these assets are worth is increasing. FMP is also determining the current condition of these assets and projecting how to sustain them over time. Additionally, the program has a strong commitment to ensure that our facilities are preserved, protected, and remain safe and publicly accessible.

FMP Organization

FMP is organized around five components, which facilitate the management of National Park Service assets. These components include:

- 1) Program Management
- 2) Asset Management
- 3) System Management
- 4) Training
- 5) Communications

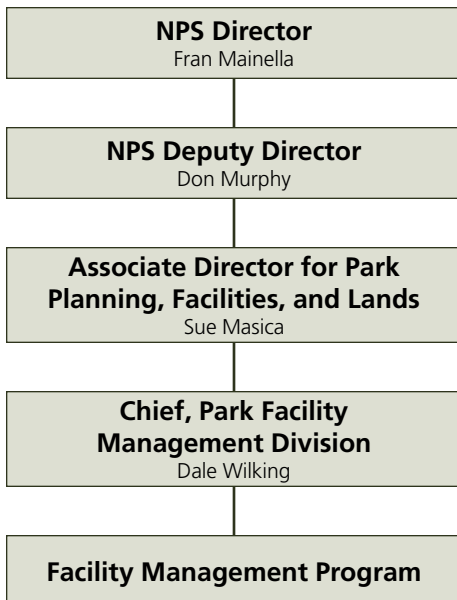
Watch for additional information on each of these program components in upcoming editions of the Facility Management Connection. □

Asset Management in Action: Summer 2002



Rocky Mountain National Park (ROMO) maintenance employees are conducting a condition assessment of ROMO facilities. Condition assessments are a vital part of the Facility Management Program’s effort to address the deferred maintenance backlog.

The Facility Management Program in an Organizational Context



In Fiscal Year 2002, national parks across the country started to implement one of the Service’s largest and most ambitious initiatives to date—completing annual condition assessments at each park area. Doing regular condition assessments is just one aspect of a long-term asset management strategy to optimize the life cycle of National Park Service assets. A condition assessment involves inspecting each park asset for a better understanding of its condition, determining its value, and identifying what needs to be fixed and what it will cost to fix it.

Conducting condition assessments has not been an easy task for any park. As Melissa Axtman, FMP Coordinator, Northeast Region shared, “This is new ground for most of us, with a steep learning curve. The Service as a whole has never had a complete inventory with all the detailed data for each asset.

But gathering this extensive detail—from the exact number and shape of historic shingles on a building roof, to the dimensions and varying condition of each section of a three-surface trail—gives us a much better understanding of what we own, and allows us to connect that back to both cyclic maintenance and budgeting needs for each park.” The Northeast Region assembled an incident command team known as the ‘NER FCAS Hot Shot Team’ to help staff conduct the inspections and to use the Facility Management Software System (FMSS) to store their considerable inventory and condition assessment data.

Ben Hawkins, Chief of Maintenance at Rocky Mountain National Park, had a similar experience. “Overall, conducting the condition assessments has been a challenge and requires many extra hours of work. But

continued on page 4...

Understanding Asset Management

We hear the term “asset management” quite often and, like other familiar phrases, the words become second nature. But if you ask someone to define it, you are likely to get varying definitions. So, what do we really mean by “asset management?” First, let’s take a quick look at the Asset Management Process. The Asset Management Process, based on practices frequently used in the facility management industry, involves a series of steps that increase park staff’s ability to act as stewards of assets. Through the use of the Asset Management Process, National Park Service staff identifies all of the assets in a park, the value of those assets, their condition, and how to sustain these assets over time.

What are assets?

National Park Service assets include the roads, trails, buildings, and utilities that serve as the infrastructure of each park. The diverse portfolio of National Park Service assets also includes monuments and fortifications, parking areas, bridges, tunnels, maintained landscapes, campgrounds, and docks. While this is only a partial listing, it gives you an idea of the variety of facilities requiring your stewardship.

What are some of the positive impacts of asset management?

The National Park Service has not always had the resources to manage its assets over their lifecycle after initial construction or procurement. Management reforms that include industry standard asset management practices and new, more effective software tools will help employees to properly identify, maintain and repair the continually expanding portfolio of assets that fall under National Park Service stewardship.

By implementing the business practices in the Asset Management Process, parks will begin to move from reactive maintenance to proactive, preventive maintenance. Parks can determine which assets are most critical to their operations, avoiding the unnecessary use of funds and resources. Current replacement value or repair costs of assets can be accurately determined using an industry standard cost estimating tool.

The inventory and condition assessment work you are currently doing in relation to the maintenance backlog is crucial because it will provide the National Park Service with a full understanding of the assets it owns, their

Long-term stewardship means knowing the answers to the following:

- What do I own?
- What is its value?
- What is its condition?
- How will I sustain it over time?

location and condition. The other benefits of asset management include:

- Safeguarding National Park Service assets from further deterioration;
- Accounting for acquisition and disposal of assets;
- Ensuring that assets are available for use when needed;
- Preventing duplication in the use and function of assets; and
- Determining the full costs of programs that use these assets.

While a good portion of your current effort may be focused on managing the maintenance backlog, your work entails much more than that. As an asset manager, you are responsible for facility operations, preventative maintenance, planned replacement of subsystems (e.g., electrical, mechanical, roofs), and many other critical tasks that protect and preserve your park’s assets while providing a safe and enjoyable experience to visitors.

Why is the federal government focused on asset management?

The federal government is focused on asset management for two reasons, the first being financial. It is good business to know what you own, its value, and the cost to sustain it. All agencies are being required to do more with less. In the past, there has been far more focus on constructing and acquiring new assets rather than the costs associated with

continued on page 5...

Asset Management in Action (continued from page 3)

the work has resulted in the best itemization of assets this park has ever had.” At Rocky Mountain, park management reviewed the skills of their current staff in order to match skill sets with asset types. They hired and trained college students and interns to assist with FMSS data entry. When asked about the long-term impact of this effort, Hawkins commented, “Despite challenges with conducting assessments at each park, this work is at the heart of the Park Service’s efforts to better manage park resources. It is a good first step to ensuring preventive and cyclical maintenance, and will help us all focus on National Park Service values and priorities.”

The results of the condition assessment surveys will help parks to understand their facility maintenance needs and to quantify their funding requirements now and in the future. National Park Service personnel across the U.S. and its territories are realizing the benefits of complete asset inventories, detailed condition inspections, and standardized cost estimating.

Look for more information in future editions of the Facility Management Connection. □



National Park Service
U.S. Department of the Interior
Park Facility Management
Division

The Facility Management Connection is an electronic magazine that focuses on sharing information about asset management across the National Park Service. The “e-zine” is published on a quarterly basis and is posted on InsideNPS at <http://inside.nps.gov/programs/FMP>.

Comments?

Email your comments and suggestions for future issues to Meg Leffel, Editor, via Lotus Notes address WASO PFMD Communications

The National Park Service cares for the special places saved by the American people so that all may experience our heritage.

FMP Facts

- Did you know that national park facilities, including buildings, trails, roads, and bridges, received 277 million visitors last year?
- Did you know that one of the primary goals of the Facility Management Program is to optimize the life cycle of all National Park Service assets?
- Did you know that addressing the maintenance backlog will contribute to the restoration of fragile marshes and control run-off to protect geological and biological resources?

Understanding Asset Management (continued from page 4)

operating and sustaining existing assets. Maintaining existing assets will save the taxpayers money.

The second reason for the government’s focus on asset management is our customer base—citizens expect all federal managers to be effective stewards of government property. Citizens are the primary customers of the National Park Service, and they expect us to fulfill our obligations to preserve and protect this nation’s special places. Citizens also expect that the government will provide the National Park Service with adequate resources to accomplish its asset management goals.

What are the end results of asset management and how will it help the National Park Service in the future?

The ongoing result of your work will be valuable knowledge that the National Park Service has never had before. The inventory

and condition assessment efforts that are underway are leading to a baseline of information on all National Park Service assets. Using this baseline, the Service will continue working with the Department of Interior, the Administration, and Congress to justify the budgetary funding necessary to support the continued long-term stewardship of National Park Service assets and reduce the backlog of deferred maintenance.

Asset management will provide for maximized longevity and quality of assets, and better management decisionmaking. The support we are getting from Congress, the Administration, and citizens along with our dedicated workforce will help us to meet our goals of reducing the maintenance backlog and preserving National Park Service assets for future generations.

Look for more asset management information in future editions of the Facility Management Connection.

What’s Your Approach to Facility Stewardship?

Let us know! We’re looking for your best practices and success stories for future editions of the Facility Management Connection. Drop us a line with a brief description about what your park or program is doing:

- How are you meeting the challenge of asset management reform?
- Do you use the data in FMSS to help you in daily work planning and performance?
- Have you tried using FMSS as a capital asset planning tool?
- Is your park using FMSS to plan and track work activity beyond facilities management?

If your story is selected, your park will be highlighted and other readers will benefit from your experience. Please send your article ideas or lessons learned via Lotus Notes address WASO PFMD Communications. We look forward to hearing from you!

Is That Photo Worth a Thousand Words?

Do you have high resolution digital photos of your park facilities? FMP would like to use these images for a variety of communication purposes.

Please send digital photos of visitors using park facilities, or of staff performing routine maintenance, condition assessments, or repair/rehabilitation on an asset via Lotus Notes address WASO PFMD Communications. *Please note that all photos should be at least 1280 pixels by 1024 pixels in resolution.*